

TOWN	WELLESLEY	DOVER	MARSHFIELD	BEYBONN	WILMINGTON	WESTWOOD	WESTON	ACTON	NEEDHAM
TOWN MANAGER OR A/OR	Executive Director of GG	Town Administrator	Town Administrator	Town Administrator	Town Administrator	Town Administrator	Town Manager	Town Manager	Town Manager
HIRE/FIRE POLICE FIRECHIEFS	BoS	BoS	BoS	BoS	TA with ratification of BoS	BoS	Town Mgr recommends to BoS for their approval	Town Manager. BOS approval not reqd	Town Mgr subject to veto of BoS
HIRE/FIRE TOWN CLERK	Town Clerk is elected	Town Clerk is elected	Town clerk is elected	Town Clerk is elected	Town Clerk is elected	Town Clerk is elected	BoS appoints	BOS appoint	Town Clerk is Elected
HIRE/FIRE DEPARTMENT HEADS	Hires Finance Dir, Facilities Maintenance Direct and NIS Director subject to approval of BoS	BoS for boards under itsjurisdiction; otherwise by elected boards	BoS for boards under its jurisdiction; otherwise by elected boards	TA, with advise and consent, of dept heads of elected boards. TA appts all others with exceptions(Police, Fire etc)	TA appts Town Acctant and HR Director with ratification of BoS and appts on his own the Treasurer/Collector and Conservation Dir. And Bldg Comr. And a few others	TA . BoS given 15 days to reject recommendation. BoS appts Police and Fire Chiefs and DPW Director	Apptd by elected or apptd boards with concurrence of Town Manager	Town Manager hires all except Town Counsel, Town Clerk, Town Acctant and Schools	Town Mgr hires all dept heads subject to veto power of either BoS(personnel head and director of DPW) or elected board
REORGANIZE, CONSOLIDATE DEPARTMENTS	no power in ED	no power in T a/or	no power in T a/or	none although does it without authority	None	None	TMgr, with approval of BoS, can reorg, etc thoses depts under TMgr's direction or supervision	TMgr, with approval of 3 Selectmen, establish, combine, reorganize or discontinue depts. with approval of BOS and FinCom, TM may transfer the appropriation of a discontinued dept to any other dept.	TMgr with approval of affected elected boards and approval of BoS may reorg etc.
APPOINTMENT OF COMMITTEES	None	None	None	none	None	None	none	none	none
ROLE IN BUDGET DEVELOPMENT	Responsible for the Townwide Financial Plan and 5 year capital budget	Prepares all 45 Selectmen's budgets; tries to build consensus among all parties in the process. Schools separate . They are regional.	Not provided for in charter or bylaws. T A/or complies budget, makes presentation at TM. Works with Finance Director and Fiscal Team.	TA has central role in budget process.TA meets with all dept heads. He and BoS present it to Fin Com who presents it to ATM	Town A/or is to work with Fin Com and Finance Director to develop long term financial strategies for the Town and Town a/or sets budget guidelines. He ischarged with reviewing budgets of all town depts and to make recommendations on the budgets to FinCom. Fin Com prepares budget and presents it to Town Meeting. Schools run its own budget process and do not always strictly adhere to the budget guidelines.	TA has central role in budget process. TA submits budget to BoS for its review and changes.Then to FInCom. BoS presents it to ATM, although presentation by Finance Director	Financial Summit end of October:SC, FinCom, BoS, TMgr. Presents financial indicators, debt, projections. TMgr issues budget guidelines mid-Oct. All budgets submitted by mid-Nov. Budget presentation to BoS and FinCom mid-jan. SC runs parallel process. BoS and FinCom vote budget in March. BoS makes budget presentation.	Town Manager is responsible for it.BOS and TM set goals for themselves in May, June. TM sets out his goals in alignment with Strategic Plan in July. In August TM gives dept heads their goals and gets them to work on their budget. Then there is a 2-3 day retreat where all dept heads present and defend their operating and capital budgets to their peers. Peers vote on budgets, but TM has veto power. TM then submits his budget to BOS 100 days before start of ATM. BOS then has joint Budget Saturday with FinCom and others. BOS continues to work on budget and must submit it to FinCom 60 days ahead of ATM. BOS presents budget to ATM. TM takes much time to prep BOS on its budget presentation.	Town Mgr takes budgets and puts together a consolidated budget for the whole town, including schools, based in the Town's priorities, and presents it to FinCom. All boards, including Schools, can advocate to BoS for an override. (Note that override elections in Needham take place BEFORE ATM.) FinCom holds hearings and BoS endorses the Town Mgr budget. Fin Com brings it to ATM. Budget process occurs on multiple parallel tracks and involves compromises all along the way.
ROLE OF DPW	Elected BPW		Elected BPW		Elected BPW was established in 2009. Director reports to TA	BoS appts DPW Director. There is no separate board	DPW formed in 1996. Director recommended to BoS for its approval by Town Mgr	Dept head reports to TMgr	Dept head reports to TMgr

TOWN	WELLESLEY	DOVER	MARSHFIELD	TOWN MANAGER	BELMONT	WILKINSON	WESTWOOD	WESTON	ACTON	NEEDHAM
TRANSFER OF APPROPRIATIONS FROM ONE BOARD TO ANOTHER	No power in ED	no power in T a/or	no power in T a/or	don' t know	no power in T a/or	Has the power in new 2012 Charter but has not used it	don't know	don't know	like many towns, can move appropriations around , with approval, upon re-org	
AUTHORITY TO SIGN WARRANT	BoS signs it.	BoS signs it.	BoS signs it.		Bos signs it	TA signs it	T Mgr signs it	TMgr recommends approval or disapproval for action by the BOS	TMgr signs it	
FORMULATE PERSONNEL POLICY/HR FUNCTION	Separate Personnel Bd apptd by Moderator.	Separate Personnel Board apptd by Selectmen and others	BoS		Separate Personal Board apptd by BoS; TA appts HR Director with ratification by BoS	Separate Personnel Board. TA appts Dept Head	T Mgr responsible for it	wages/classification of e/ees apptd by TM in accordance with personnel bylaw	Separate Personnel Board. Functions in oversight capacity. Personnel policies in certain areas need approval of PersBd and BoS	
CHIEF PROCUREMENT OFFICER	yes	yes	yes	yes	yes	yes	yes	TM responsible for purchase of all supplies and awarding of contracts except schools	TM responsible for all but schools	
ACCESS TO ALL FINANCIAL AND OTHER BOOKS	yes		TA as authorized by BoS			yes		complete access by TM for all e/ees and depts under TM direction	yes	
SUPERVISE CONSTRUCTION	yes for projects under \$100,000 through Facilities Director	no permanent building com	no permanent building committee; on ad hoc basis	separate Building Com apptd by Mod.	there is a permanent Municipal Buildings Committee established in 2011. Town A/or has not role in building project oversight	PBC deals with construction; ad hoc committees deal with schematics, design and bidding	Permanent Bldg Com established in 2006	Combined Municipal Property Dept that does construction, maintenance and repair. Separate Building committees on ad hoc basis	there is a Permanent Public Building Committee that undertakes all projects assigned to it by Town Mtg; all other projects under Town Mgr.	
SUPERVISE MAINTENANCE	Facilities Maintenance Dept reports to ED	Supt of Bldg Maintenance reports to T A/or	BPW	DPW	Note that an elected BPW was enacted in 2009 to establish policy. Director of PW reports to T A/or	DPW	Facilities Director reports to Town Mgr and Schools	Combined Municipal Property Dept that does construction, maintenance and repair.	DPW director apptd by Town Mgr with veto by BoS	
ROLE IN DEVELOPING STRATEGIC PLAN	None although 5 year TWFP sets out financial info	Town has none	Town has none	BoS has initiated New Five Year Plan through a Financial Task Force. TA running it	Town has none	Town has none, but TA knows what Town needs	Town has none	TM led recent Strategic Planning process. Completed first Citizen Satisfaction Survey in 2013	Town undertakes biennial surveys	
COLLECTIVE BARGAINING	BoS	BoS	BoS	TA	Bos signs it	TA	Town Mgr		Town Mgr	
RESPONSIBLE FOR CAPITAL PLANNING	ED	Capital Budgeting Com	?	Capital Budgeting Com	Finance Committee is also charged with producing 5 year capital plan .	TA			Town Mgr to prepare 5 year capital plan	
RENTAL/USE OF TOWN BUILDINGS EXCEPT SCHOOLS	No	no	no	no	no	no	none	YES	yes	
WEAK OR STRONG TM FORM OF GOVERNMENT	Very weak	weak	weak	weak	weak	strong TA	weak	Weak	Weak	

TOWN	WINCHESTER	SUDBURY	READING	TOWN MANAGER / TOWN ADM	LYNN TOWN ADM	ADMINISTRATOR CHARACTERISTICS	CONCORD
TOWN MANAGER OR A/OR	Town Manager	Town Manager	Town Manager	Town Manager	Town Manager	Town Manager	Town Manager
HIRE/FIRE POLICE FIRECHIEFS	Town Mgr subject to veto of BoS	Town Manager	Town Manager. BoS confirms apptm	Town Manager	Town Manager	Town Manager	Town Manager
HIRE/FIRE TOWN CLERK	Town Mgr subject to vote of BoS	Town Manager appoints	Town Mgr appoints	Town Manager	Town Manager	Town Manager	Town Manager
HIRE/FIRE DEPARTMENT HEADS	Town Mgr appts all dept heads for whom no other selection provided for subject to veto of BoS. All elected boards hire, supervise their own staff	Town Mgr appoints all key staff but Town Acctant,Town Counsel and employees of BoH and School depts.	Town Mgr appoints; BoAssessors confirms apptm of dept head. Schools, Library and MLP are exempt. School supt hires maintenance head.	T Mgr appoints all but schools, secretarial assts to BoS, housing atr and certain library e/ees; planning director apptm is with approval of PB.	T Mgr appoints all but the Town Accountant.	TMgr appts all and may remove with "cause" except approval needed of BoS for Town Clerk, Town Treas/collector	
REORGANIZE, CONSOLIDATE DEPARTMENTS	BoS can re-organize depts with consultation of Town Mgr. after hearing and vote of Town Meeting. Town Meeting votes change up or down. Can not amend or alter it.	Town Mgr may reorganize depts under TMgr jurisdiction; BoS can reorganize depts under its jurisdiction	yes "in consultation" with BoS	TMgr can re-organize, consolidate etcwith approval of BoS and transfer funds from one dept to another	TMgr can re-organize etc without approval of BoS and can transfer funds from one dept to another	TMgr may reorganize etc. of depts with approval of BoS. May transfer funds from one dept to another with approval of BoS and FinCom	
APPOINTMENT OF COMMITTEES	Conservation Com and Historical Com with approval of BoS	Appoints many committees:ConCom; Historical Com; nd many others	none	BoHealth, Conservation Com, Rec Com with approval of BoS, PBC and BoAssessors	TMgr appoints ALL committees except ZBA	Appoints all but Library, Planning board, BoAppeals, Personnel Board	
ROLE IN BUDGET DEVELOPMENT	Town Mgr meets with all depts end of October, early November and budgets are due by mid-December. T Mgr	FinCom sets budget expectations. Tmgre convenes dept heads in Aug where all depts present and advocate for their needs, hammer out a "priority list" and then deliveer to TMgr who then prepares budgets based on various assumptions. FinCom chair makes omnibus budget motion at ATM and TMgr present the Town budget for a vote. Schools present separate budget for a vote (may have something to do with regional schools)	Schools submit budget by Feb 1. Town Mgr "following consultation with" BoS, submits it to FinCom. It is the budget of FinCom that goes to TM.	Town Mgr holds five budget summits starting in Oct for BoS, Schools, the FinCom and the Capital Expenditures Com. He and School Supt worked out "revenue allocation" model. He presents budget to BoS who review, make changes and vote on it. Goes to FinCom with TMgr's "budget message". He presents it to TM.	TMgr prepares the budget and submits his recommended budget to FinCom and the BoS for review. FinCom and BoS present the budget to Town Meeting.	Two early budget sessions in Sept. with FinCom, BoS and Schools. FinCom sets the guidelines. Town Mgr pulls together Town budget. Schools may advocate separately and go over guidelines and seek override. TMgr and CHAIR of School Com present budget to Town Mtg.	
ROLE OF DPW	Dept head reports to TMgr.	Dept head reports to TMgr	Dept head reports to TMgr	Dept head reports to TMgr	Dept head reports to TMgr	There is a Public Works Commission, which is Advisory, apptd by TMgr, which sets water,sewer rates	

TOWN	WINCHESTER	SUDBURY	READING	TOWN MANAGER/TOWN ADM	FINANCIAL ADMINISTRATOR	STATISTICS	CONCORD
TRANSFER OF APPROPRIATIONS FROM ONE BOARD TO ANOTHER	don't know	don't know	don't know	Town Mgr can move funds among budgets on Town side	don't know	can move upon reorgs with approval of BoS and FinCom	
AUTHORITY TO SIGN WARRANT	Town Mgr signs it	Town Mgr signs it	TMgr signs it	TMgr signs it	T Mgr signs it	TMgr and BoS sign it	
FORMULATE PERSONNEL POLICY/HR FUNCTION	New HR position in Town. There is a Personnel Board	no separate HR Board.TMgr responsible for it	no HR Board. HR function reports to TMgr	no HR Board. HR function reports to TMgr	no HR Board. HR function reports to TMgr	Separate Personnel Board. Functions in oversight capacity. Board apptd by BoS	
CHIEF PROCUREMENT OFFICER	yes	Yes	yes	TMgr responsible for purchase of all supplies but not food or books for schools or books etc for library	TMgr responsible for all purchasing except library materials and school textbooks	T Mgr responsible for all purchases but schools	
ACCESS TO ALL FINANCIAL AND OTHER BOOKS	yes	yes	yes	yes	yes	yes	
SUPERVISE CONSTRUCTION	Ad Hoc building committees for schools and big municipal projects; otherwise a person in Engineering Dept overseas minor capital projects	PBC apptd by BoS	Head of DPW ,reporting to TMgr; handles all construction projects.Ad Hoc Building committees	PBC meets monthly and is responsible for schematic designa and design development. Construction done by Facilities Dept. they have an architect and an OPM	Building Coms as needed project by project which is advisory to TMgr and facilities Division manages the project.	Certain projects have special adhoc committees; otherwise TMgr manages them thru Clerk of the Works and dept head of the building in question	
SUPERVISE MAINTENANCE	BoS acting thru TMgr responsible for DPW which does maintenance for all bldgs and grounds	TMgr, but not for schools	Head of DPW ,reporting to TMgr; handles maintenance. Note: School Supt makes this hire	Facilities Dept ; head reports to Town Mgr thru joint resolution of Schools and TownMgr	Facilities Dept apptd by TMgr	Facilities Maintenance Dir is apptd by Town Mgr. not combined with schools.	
ROLE IN DEVELOPING STRATEGIC PLAN	TMgr sets it in conjunction with BoS	BoSdoes extensive goal-setting every 2-3 years to rank Townwide prioritiesProduces "Town Mission and Values" statement. They have strategic financial plan 15 years out	Town Mgr runs it. In process of planning by each dept prior to pulling together in a Master Plan that is now 10 years old	annual goal setting by BoS for next 2 years; Tmgr solicits goals from many boards which serve as basis for strategic goals for the coming year. Used in preparing budget.	No town-wide strategic plan but there is a Mission and Values Statement and a Community Development Plan that has an Open Space/Recreation Master Plan	Town has none. Undertakes biennial survey:30 same questions each time; 5 new ones each time	
COLLECTIVE BARGAINING	Town Mgr.	Town Mgr	Town Mgr.	Town Mgr	Town Mgr	Town Mgr	
RESPONSIBLE FOR CAPITAL PLANNING	Capital Budgeting Com apptd by Committee works with Town Mgr	Capital Improvement Advisory Committee apptd by BoSm works with Town Mgr	Town Mgr.	Capital Expenditures Com apptd by Mod works with Town Mgr	Town Mgr	Town Mgr	
RENTAL/USE OF TOWN BUILDINGS EXCEPT SCHOOLS	Town Mgr.	no	Town Mgr.	Town Mgr.	Town Mgr	Town Mgr	
WEAK OR STRONG TM FORM OF GOVERNMENT	Weak	Towards Strong	strong	strong	strong	strong	